Officer Evaluation Report (OER)

Enhancements

Situation and Purpose

Situation: The Officer Evaluation Report (OER)

- Is not reflective of current leadership doctrine (FM 6-22)
- Uses the same performance measures for all grades
- Does not engender Rater Accountability
- Could be shaped to better inform Leader Development and Talent Management

Purpose: Provide information about recommended enhancements and changes to the Officer Evaluation Report (OER)

Goal: An OER, as an *integral enabler* of Leader Development strategy, that more *accurately evaluates* officer performance and potential, increases *accountability and* better *informs* a *transparent* Leader Development and Management process. An element of a leader development system that engenders excitement across the Officer Corps

Background

- In August and November of 2010 Generals Dempsey and Casey, respectively, provided guidance regarding a comprehensive review of the Army Evaluation Reporting System. This guidance was not an effort to fix something that is broken, but instead directed a holistic assessment to keep the system relevant and adaptive to projected needs.

- **Key focus of the Evaluation Reporting System:**
  - ❑ Re-establishing the company grade box check
  - ❑ Establish and enforce evaluation accountability
  - ❑ Reflecting current leadership doctrine
  - ❑ Reducing the frequency of reports
  - ❑ Encouraging counseling through improvement of the support form
  - ❑ Incorporation of an ability to document, "data mine", and identify talent
  - ❑ Address the "one size may not fit all" assessment of different skills and competencies at different grades

- **SECARMY Memorandum, dated 9 Mar 11 – Directed review focus on:**
  - ❑ Determine whether the evaluations system could be improved
  - ❑ Consolidating and making applicable regulations more user-friendly
  - ❑ Ensuring responsibilities are clearly defined and vested with appropriate individuals
  - ❑ Assessing the usefulness of Academic Evaluation Reports
  - ❑ Identifying clear standards to assist raters with drafting evaluation reports and provide others with an accurate understanding of the rater's assessment of the rated Soldier

What We've Done - OER

Informed By

- Secretary of the Army memorandum, 9 Mar 11
- Literature review of evaluation evolution in the U.S. Army, other Services and Industry
- Officer Selection Board AARs and member surveys
- Profession of Arms Forum Jan 11
- OPMS CoCs and GOSCs deliberations Nov-Dec 10
- An Army White Paper, The Profession of Arms, 2 Dec 10
- CG, TRADOC guidance, Aug 10 and CSA guidance, Nov 10
- CSI Officer Corps Strategy Series, Towards a U.S. Army Officer Corps Strategy for Success: Employing and Evaluating Talent, May 10
- Army Leader Development Strategy for a 21st Century, 25 Nov 09
- FM 6-22, Army Leadership, Oct 06

Socialized With

- 86 General Officers
- Office Chief Army Reserve Staff, 25 Jan 11
- Army National Guard Bureau Staff, 20 Jan, 25 May, & 13 Jun 11
- Army War College, Mar 11
- Council of Colonels, 16 Mar & 24 May 11
- 8 Selection Board Panels between April and May 2011
- Prepare the Army Forum, 6 Jun 2011
- Multiple Pre-Command Course (PCC) Sessions
- More than 1000 Army Officers in grade W01 through O6 from a variety of units and organizations across the Army

Phase 1 - Implementation

Phase 1 enhancements implemented on 1 October 2011 by Army Directive 2011-16

for OERs with THRU dates on or after 1 Nov 11

✓ Implement Senior Rater box check for all grades (COL and below, except CW5) but continue to mask 2LT/1LT and WO1 at CPT and CW3 (***there will be no closeout reports***). Grades affected by Army Directive 2011-16 will be automatically restarted.

✓ Incorporate comment on OER (Part Vb) by rater indicating completion or initiation of 360 Assessment on OER. ***(msaf.army.mil)***

✓ Reduce multiple short term evaluations. Establish procedures for "Letter of Input" from one rater to the next at Senior Rater's discretion.

✓ Make the OER Support Form optional. Require the Rater and Rated Officer to discuss duties and performance objectives – method used at the discretion of the Rating Chain.

✓ Implement successive positions by Senior Rater.

Guidance and Helpful Hints

www.hrc.army.mil/Evaluations

- Senior Rater Training Tools
- FAQs
- Information paper with additional information concerning use of the Memorandum of Input in lieu of a Change of Rater evaluation

www.apd.army.mil

- Army Directive – 2011-16 dated 15 Sep 11

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- Help for evaluation problems and processes